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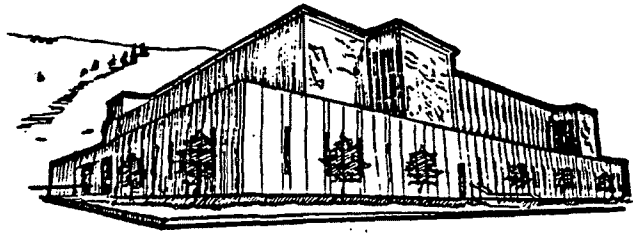
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University of
Montana

PERCEPTIONS OF THE
COMPLIMENT SEQUENCE IN
ORGANIZATIONAL CONTEXTS

by

Mark Bergstrom

B.A., Washington State University, 1989

Presented in partial fulfillment of the requirements

for the degree of

Master of Arts

UNIVERSITY OF MONTANA

1992

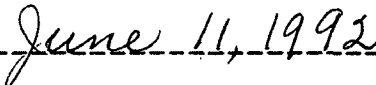
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Bergstrom, Mark J., M.A., Spring 1992

Communication
Studies

Perceptions of the Compliment Sequence in Organizational
Contexts (105 pp.)

Director: Betsy Bach, Ph.D. *BWB*

In this study perceptions of the compliment sequence in an organizational setting while controlling the variables of status and gender were investigated. The organization studied was the staff at a mid-sized northwestern university. Forty-four male and forty-four female employees rated the appropriateness of eight compliment sequences using six Likert type scales. Rater gender, status condition, compliment type, and gender dyad were the variables investigated. Social psychology literature advocates the use of praise to increase worker productivity. Conversation analysis literature provides description of the compliment sequence.

Status condition (high to low or low high status), gender dyad (male to male, male to female, female to female, and female to male), and compliment type (performance and attire) were found to have a significant effect on the raters' perceptions of the appropriateness of compliment sequences. The first finding was that compliments from a high status individuals to low status individuals were rated as more appropriate. The second finding was that the gender dyad had a significant effect on the appropriateness of compliments. Female raters in the high status condition rated female to male performance compliments as most appropriate. Female raters in the low status condition rated male to female attire compliments as least appropriate. The third finding was that performance compliments were rated as more appropriate than attire compliments.

There are two implications of the study's results to social psychology literature. First, the claim that compliments can increase worker performance may not be generalizable. The gender of the superior and subordinate may have profound effects on the effectiveness of the compliments. Second, the social psychology literature needs to carefully control the variables of status and gender.

Future research should control for the effects of status, gender, and compliment type. Additionally, future research should control for the situation, the history of the relationship, the attitudes, beliefs and values that underlie the motivation for the use of the compliment.

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Acknowledgements

To Betsy Bach, many thanks for all the time and effort she put into this project. Her leadership on the project, the example she set to follow in class and professionally are greatly appreciated.

Thanks go to Wes Shellen and Maureen Fleming who served as committee members. A special thanks to Wes for his assistance with the statistical analysis.

A special thanks go to the fish in many western montana streams who gladly let me fool them, and provided the ultimate stress management system.

Finally, a special thank you to Carol, without whose support (both financially and mentally), understanding, encouragement, and motivational lectures, I would have never finished.

CHAPTER 1

INTRODUCTION

Purpose

During any human interaction, people have a large number of communicative options open to them. They may choose to communicate verbally, or not to speak at all. If they choose to speak, a seemingly infinite number of options are available. Speakers may combine a variety of syntax, semantic, nonverbal, lexicon, and style (to name a few) options to form different utterances.

When people are engaged in human interaction, some sense is made of that interaction. This sense-making can be derived from content (what is explicitly coded linguistically), or assumptions, inferences, and extrapolations based on relationship factors of those involved in the interaction. People draw conclusions and make subsequent contributions to future interactions based on these factors. Jordan noted that "we look to what is explicitly coded largely as a guide to where to make the inferences. On another level of meaning, we look to a variety of cues including conversational style, to inform us about that the relationships that are evolving" (1985, p.1).

There is a large body of descriptive literature on language and social interaction. The literature used for this study is that which explores the specific speech act of

compliments. Research on compliments can be grouped into two areas, the first of which is based in psychology literature. Generally, social psychology and industrial psychology research has provided a pragmatic description of compliments. The use of compliments to motivate workers, increase performance, and as an ingratiation tactic are examples of this pragmatic description.

The second area of research, based upon research in speech communication uses conversation analysis as a means to investigate the use compliments. Communication scholars examine the compliment sequence (the issuance of a compliment and the response to it) as a speech act. Generally, this research provides description of the semantic and syntactic nature of compliments and their responses, and how often men and women in different relationships use compliments. The particular words and word order most often found in compliments are examples of this description.

These two areas of research each provide valuable information about how and why people choose to use compliments. However, these two areas and approaches have not been integrated. While the social psychology and industrial psychology literature seek to explain why compliments are used, and what effects those usages have, little information on the particular variables of status and gender of the compliment sender and the receiver of a

compliment in the compliment sequence have been provided. Conversely, the conversation analysis literature has sought to explain the syntactic and semantic nature of the speech act, and investigate the particular variables of status and gender, unfortunately little information on the usage and effects of the issuance of compliments has resulted. Hence, the purpose of this study is to integrate these two areas in order to identify many of the relational meanings attached to compliments, and to ascertain how they affect the nature of the interpersonal relationships by controlling the variables of status and gender.

The use of status and gender in compliment research is particularly important because certain linguistic conventions indicate some relational state. For example, females use of expletives is seen as a sign of "uppitiness", while a man's swearing is seen as a sign of competence (Rasmussen & Moely, 1986). Additionally, compliments have been widely cited in the literature as a form of ingratiation (cf. Jones, 1964; Wolfson & Manes, 1980; Wortman & Linsemeier, 1977), as well as a form of politeness. Politeness is often cited as a relational factor in male-female studies of dominance or powerlessness (cf. Brown & Levinson, 1978; Brown, 1980; O'Barr & Atkins, 1980). In this project perceptions or inferences about relational information based on the compliment speech act between conversants will be investigated. Specifically, the use of

compliments across the dimensions of status and gender in the course of organizational interaction will be explored.

Rationale

The value of studying compliments is warranted by the frequency with which they occur during everyday interaction. Compliments are embedded in everyday social interaction (Coleman & Oliver, 1978). Schlenker has posited that, "social life is such that most people most of the time want others to like them" (1980, p.177). People usually try to be friendly and pleasant during interactions; they stress the positive and avoid the negative. The compliment speech act provides a conversant with a tool to accomplish "being positive". All compliments have a positive adjective or "load" in the first utterance of the compliment sequence.

In this study, the term compliment will be synonymous with praise. Both terms have been defined by researchers as having a "positive evaluation" or a "positive semantic load" component (Kanouse, Gumpert & Canavan-Gumpert, 1981., Knapp, Hopper & Bell, 1984., Manes & Wolfson, 1981). For example, an utterance that has words like "nice", "good", and "great" would be considered as having a positive semantic load.

The importance of praise as a form of social reinforcement and the reciprocity of liking has often been recognized and sociologists and psychologists have studied it for decades (Coleman & Oliver, 1978). James has noted,

"the deepest principle in human nature is the craving to be appreciated. (1920, p.33)" A compliment or praise can function as a way to satisfy the craving.

Praise has been widely studied as a method for increasing worker performance (cf. Luke, 1990, Knippen & Green, 1990, Hinkin, 1991, Blanchard, 1991), as an upward influence tactic (cf. Kipnis & Schmidt, 1981 & 1980, Schilit & Locke, 1982, Schenkler, 1980), and as a successful strategy for increasing teacher effectiveness in the classroom (cf. Andrews & Kosma, 1990, Houghton, Wheldall, Jukes & Sharpe, 1990 & Bocker, 1991). Additionally, praise has often been cited in popular literature as a tool that can be used to win friends and influence people, make people instantly like the praiser, and make a happy marriage.

CHAPTER II

LITERATURE REVIEW AND HYPOTHESES

In order to broaden understanding of compliments a definition of both praise, compliments, and the compliment sequence is provided. This is followed by a literature review of factors which participants analyze when evaluating a compliment, and compliment sequence studies that report status and gender relationships.

Definition

Compliments are defined as "a positive evaluation of one or more of the following elements of another's front: 1) personal appearance (hair, clothes, make-up, etc.); 2) performance (behavior, deference, demeanor, accomplishments); 3) personal possessions (automobile, club membership, house, etc.)" (Turner & Edgley, 1974, p.2). A simple definition of praise is not possible, as praise has many inherent variables. To define praise, a term synonymous with compliments, one must account for the situation, the history of the relationship, the attitudes, beliefs and values that underlie the motivation for, and use of the praise (Farson, 1963). Praise can be defined as any statement that makes a positive evaluation (an utterance containing a positive semantic load) of an object, person, act, or event, and contains very little other information

(Farson, 1963). Kanouse, Gumpert and Canavan-Gumpert (1981) define praise as a positive evaluation made about another person's products, performances, or attributes. These definitions all point out that compliments are "positives".

A compliment sequence is made up of two utterances. A compliment is given to someone, and that person acknowledges the compliment. This acknowledgement is typically called a compliment response. Compliment responses typically occur in the utterance immediately after a compliment. These two utterances, the compliment and the compliment response are defined as a compliment sequence (Sims, 1989).

A compliment functions to communicate a positive evaluation to another person or group. Compliments as a form of communication can be used in a multitude of contexts and situations. These contexts and situations will be reviewed in chapter two.

Mediating Factors

In this section the mediating factors (operationally defined as factors participants analyze when evaluating the compliment sequence during interaction) involved in an individual's perception of compliments are reviewed. Three such factors were found in the social psychology and industrial psychology literature. First, compliments occur with regularity and create solidarity between conversants. Second, the use of compliments may cause defensiveness.

Third, compliments must be consistent with self-esteem.

Pomerantz (1978) identified a fourth factor, constraint systems, that participants analyze when evaluating the compliment sequence. Although the social psychology literature is reviewed here, Pomerantz (1978) is mentioned because her focus is on constraint systems. These constraint systems mediate individuals perceptions of compliments. Pomerantz's (1978) research is the only conversation analysis study that seeks to explain factors participants analyze when involved in the compliment sequence. As such, it will be reviewed in this section.

Regularity and Solidarity

Complimenting someone is often a form of phatic communication (Bergstrom, 1990). Phatic communication is the "small talk" (e.g. Hi, how are you?) that proceeds the "big talk" (e.g. Are you still interested in working on that project with me?), and serves to open up channels of communication so important and significant issues may be discussed (Malinowski, 1923). In terms of content, phatic communication may seem trivial, but in terms of establishing and maintaining relationships, phatic communication is extremely important.

Farson (1963) has suggested that compliments are used because it is easy to do. He noted that, "most of us have not enough energy, interest, or imagination to offer witty retorts, penetrating criticism, brilliant insights, or

sensitive responses" (1963, p.63). Compliments can be issued or exchanged in the "small talk" that Malinowski (1923) recognized as a means to "open up" communication about significant issues. Compliments are used regularly, and can be adapted with little effort to a wide variety of contexts. The purpose here is to create solidarity which builds a common ground that enables conversants to have meaningful conversations. The following study on the "compliment formula" illustrates the regularity of compliments.

Regularity

To investigate regularity, Manes and Wolfson (1981) observed six hundred and eighty-six compliments in every day interactions. They observed compliments occurring in a wide variety of speech situations. The data included conversations involving waitresses and cashiers with customers, employees and employers, clergy, landlords, salespeople, colleagues, friends, neighbors, and family members. They noted gender, approximate age, and occupation of both participants in the conversation. They found that compliments do have a formula, and the formula's existence and lack of recognition, are functional.

Manes and Wolfson (1981) found that compliments contained both semantic and syntactic formulas. A semantic formula's existence would be noted if the particular words forming the positive semantic load in the compliments were often the

same. Likewise, a syntactic formula's existence would be noted if the syntactic structure or word order (for example, a noun followed by an intensifier, then an adjective) in the compliments were often the same.

Semantic___Formula. Compliments express a positive evaluation of some sort, they must contain some "positive" adjectives and verbs. People have a tremendously large set of "positive" word choices available to them, but they use surprisingly few. Manes and Wolfson (1981) found that 546 of the compliments carried the positive semantic load in an adjective. Twenty-three percent used the words "nice" and almost 20 percent used "good". Only three other adjectives appeared in more than five percent of the cases: beautiful, pretty, great. As such, only five adjectives represented over two thirds of the compliments that carried the positive semantic load in an adjective.

One Hundred forty-six compliments made use of a verb to carry the positive semantic load. Eighty-six percent of these compliments used the words "love" and "like". These results indicated that compliments are formulaic in nature. This formulaic nature of compliments has been confirmed in other studies.

In a related study, Knapp, Hopper, and Bell (1984) analyzed 768 compliments. Compliments and responses to them were recorded by interviewers. The interviewers asked participants to remember recent compliment experiences and

noted the exact wording of compliments provided by participants. Knapp et al. (1984) reported that although their study did not find the semantic formula as limited as that of Manes and Wolfson (1981), the data did "overwhelmingly" support their findings (that the same adjectives were used repeatedly).

Syntactic Formula. Manes and Wolfson (1981) also analyzed the syntactic formula of compliments. They reported that proof of existence of a compliment formula was more evident on the syntactic level than on the semantic level. The following syntactic pattern accounted for almost 54 percent of the compliments in the study.

[NP (is/looks) (really) ADJ]

Where NP stand for any noun phrase, (is/looks) stands for any linking verb, (really) stands for any intensifier such as really, very, so, such, etc., and ADJ stands for any semantically positive adjective such as nice, pretty, fantastic, etc. An example of a compliment fitting this syntactic structure would be, "That shirt looks really great."

The two following syntactic patterns accounted for an additional 31 percent of the compliments in the study.

[I (really) (like) NP]

Where (really) stands for any intensifier, (like) stands for any verb of linking such as like, love, admire, enjoy, etc., and NP stands for any noun phrase. An example of a

compliment fitting this syntactic structure would be, "I really like that shirt."

[PRO is (really) a ADJ NP]

Where PRO stands for any pronoun such as you, this, that, these, or those, and (really) stands for any intensifier, ADJ stands for any semantically positive adjective, and NP stands for any noun phrase. An example of a compliment fitting this syntactic formula would be, "That is really a nice shirt."

Knapp et al. (1984) reported "overwhelming" support to the idea that compliments are usually limited on the syntactic level. However, syntactic formulas and the percent of compliments representing the formulas were not provided in their report.

Sims (1989) generated 157 compliment sequences for analysis and description. Seventy-four communication majors were paired and video taped for fifteen minutes. The participants were told to "establish rapport" with their partners. Sims reported that of the 157 compliment sequences, 41% had the following syntactic formula:

[That/linking verb/(intensifier)/adjective/NP]

An example of a compliment fitting this syntactic structure would be, "That looks really great on you." While 33% had the following syntactic formula:

[Interjection/ (is verb)/(intensifier)/adjective]

An example of a compliment fitting this syntactic structure

would be, "I think you are really great." and finally 12% had the following syntactic formula:

[(Interjection)/adjective]

An example of a compliment fitting this syntactic structure would be, "That's great." These findings confirm the formulaic nature of compliments.

It is suggested by these observations that compliments are formulas which can be adapted to an extremely wide variety of contexts with little effort. Compliments are used with such regularity that even though an infinite number of word choices exist for constructing compliments, relatively few semantic patterns account for a large percent of all compliments investigated.

Solidarity

Finally, Manes and Wolfson (1981) explored the general cultural assumptions which are reflected in the use of compliments and the responses to these compliments. The regularity or "easiness" that results from the limited semantic and syntactic formulas serve two important functions. The regularity of the compliment formulas make the compliments identifiable at any point in the conversation, regardless of what precedes or follows the compliment.

Second, and most important for Manes and Wolfson (1981), the major function of compliments is to create and affirm solidarity. Solidarity is the union of interest, or

commonality among members of a group. The formulaic nature of conversation lets people from widely different backgrounds minimize speech differences that might otherwise interfere with attempts to create solidarity. The phatic nature of compliments help people to determine if social customs and general rules of conversation are in effect. In other words, because compliments are easily identifiable (because of the limited syntactic and semantic formulas) they give people from different speech communities a commonality, a place upon which interaction is built.

For example, a compliment containing an idiom of a certain speech community might be unintelligible to a member of different speech community. Thus, by using the general compliments, (those made up of the common semantic and syntactic formulas illustrated above) speakers establish that they are trying to establish commonality or solidarity.

Defensiveness

An individual's perception of the compliment sequence is also mediated by defensiveness. Praise involves an evaluation of others, and evaluations can make people uncomfortable and defensive (Farson, 1963). If an individual is praised (e.g. evaluated), that individual may perceive the evaluation negatively. A person who receives a compliment might think that this evaluation is an attempt to motivate a change behavior. Even if the change is in the same direction of the person's current behavior patterns, it

is still change.

Consistency theory researchers (see Aronson, 1972, Brown, 1965, and Festinger, 1957) have posited that people resist change. For example, if a person receives a compliment, the implication is that the complimenter has made a judgement concerning that person's behavior. Someone has assessed that person's worth and this action might cause defensiveness. Farson (1963, p.63) stated that, "the most threatening aspect of praise is the obligation it puts on us to be praise worthy, if we accept we must act accordingly...To be our best, to live up to our talents and abilities is perhaps the most difficult problem in living, we naturally defend against it." Baumeister, Hutton, and Cairns (1990, p.133) echo this statement. They note that, "praise may convey an implicit demand for continued good performance." A compliment may be perceived as an evaluation, and evaluations, good or bad, might cause defensiveness.

Ishiyama and Chabassol (1984) have illustrated the above point. They measured students' fear of success in school and found that this fear does exist. The subjects were 183 boys and 198 girls in grades 7 to 12. They found that students feared: (1) Pressure to live up to others expectations, (2) Praise from a teacher for good school work, they would worry that the teacher would expect them to do as well next time; (3) Failure in future academic work after they had become a top student in class.

The above studies indicate that people might very well become defensive when they receive a compliment. However, Knapp et al. (1984) reported no widespread evidence of negative or defensive feelings among compliment receivers. Compliments do not always make people defensive, but in certain situations compliments can create defensiveness, and these situations should be explored further.

Self-Esteem

Colman and Oliver (1978) reported strong support for cognitive consistency theory in respect to praise. Cognitive consistency theory begins with the premise that people are more comfortable with consistency than inconsistency. Thirty undergraduate male subjects were rated as high in self-esteem or low in self-esteem based on the Janis-Field Self-Esteem Questionnaire. Those subjects who rated high in self-esteem and were complimented reacted with far greater liking for the complimenter than subjects rated low in self-esteem who received the same compliments. The low self-esteem group preferred neutral comments regarding their performance.

This study suggests that people with higher self-esteem might be less likely to become defensive when they are issued a compliment, because a compliment is consistent with high self-esteem. A compliment receiver with low self-esteem may be one situation that causes defensiveness.

Additionally, Jones (1964) has pointed out that excessive praise might backfire in certain situations. If in the above

study the low self-esteem group is analyzed in terms of Newcomb's (1961) balance model, which is a cognitive consistency model, a person of low self-esteem is out of balance when given compliments typically appreciated by the higher self-esteem individual. That is, a low self-esteem person would expect negative comments, and praise would cause the person to feel out of balance. This will make the person uncomfortable, and might even make them resentful. Thus, the low self-esteem group's preference for neutral comments is understandable.

Constraint Systems

Pomerantz (1978) investigated the reasons people experience difficulty responding to compliments. The difficulty of response to compliments may be explained by the speaker operating under the co-operation of multiple constraints. The first constraint is that when people talk, they must follow rules of talk to manage the conversation. The second constraint is that when people talk they try to minimize self praise. That is, they try not to be seen as braggarts. Therefore the participant must try to provide a response to a compliment that satisfies both constraint systems.

Constraint System 1: Rules of Conversation

One rule of conversation is that it is sequential. Sequential talk contains a basic constructional unit for producing organized conversation, which is the adjacency

pair (i.e., question-answer, request-grant/refusal, boast-appreciation/ decision (Schegloff & Sacks, 1973). The first pair part (FPP) of an adjacency pair establishes a "next turn position" which conversants expect to be filled by an appropriate second pair part (SPP). The second speaker of an adjacency pair is expected to fit (provide an appropriate response) the utterance to the FPP (McLaughlin, Loudon, Cashion, Altendorf, Baaske, & Smith, 1985).

Therefore, if a speaker receives a compliment as a first pair part that person is obligated by the rules of conversation to respond with a second pair part. The speaker operates with two choices, acceptance/rejection or agreement/disagreement, with acceptance and agreement being the preferred responses. This is the first constraint under which the receiver of a compliment must operate.

Constraint_System_2: Minimizing_Self_Praise

The other constraint Pomerantz (1978) observed which governs the response to a compliment is that speakers try to minimize self-praise. The speaker has a potential conflict, a preference for agreement and acceptance, and a preference for the speaker's minimization of self-praise. The speaker is operating in a chained action system, that is s/he must provide a second pair part. When responding to a compliment, the speaker accepts/rejects the compliment or agrees/disagrees with the compliment.

Pomerantz (1978) has identified four responses which are

used by compliment receivers that do not satisfy both constraint systems. These responses do not provide a preferred response of acceptance and agreement, or if they do, they do not minimize self praise.

Acceptances. Acceptances, are responses that show appreciation but do not directly address the compliment. An example is a token thank you.

Agreements. Agreements are second assessments of the compliment, and may be used in conjunction with acceptances.

For example:

A: That is a pretty dress.

B: Yes it is.

Here a compliment is provided and the response directly addresses the compliment, and provides agreement with it. However, this response does not minimize self praise.

Rejections. Rejections are negated appreciations (do not show the preference for agreement) that are usually followed by an account (a reason why agreement was not shown). The primary account method is disagreement or qualification of the compliment. For example:

A: That is a pretty dress.

B: Not really, but it will do.

Here the compliment is rejected, but the preference for agreement is shown because an account follows the rejection. That is, the account indicates that the compliment receiver recognizes the preference for agreement, so s/he provides an

explanation for not agreeing.

Disagreements. Finally, disagreements may be used. These are negative evaluations of the compliment. For example:

A: That is a pretty dress.

B: It's just a rag my mother gave me.

In this case the compliment receiver disagrees with the compliment and therefore avoids the preference for agreement.

Solutions to Constraint Systems

Pomerantz (1978) proposes two solution types to accomplish performing the preferred second pair part and an avoidance of self-praise.

Praise__downgrades. The first type is a praise downgrade. Here the speaker acknowledges the compliment but limits the amount of self-praise associated with it. For example:

A: That is a pretty dress

B: Yeah I guess so, it's all I could afford.

In this type the speaker performs the preferred pair part, agreement, while at the same time limiting self praise.

Referent__shifts. Second, the speaker may use a referent shift. Here, the speaker acknowledges the compliment but re-assigns the praise to someone or something else. For example:

A: That is a pretty dress

B: Yeah I guess it's pretty but my mom picked it out.

This shows sensitivity to self-praise while legitimizing the

prior praise.

Return. Another variation of the referent shift is a return. Here the speaker uses the agreement construction but returns the compliment to the speaker. For example:

A: That is a pretty dress

B: Your dress looks nice too.

Returns minimize self-praise and provide the preferred pair part of agreement.

Pomerantz (1978) study explanations of some of the factors that mediate individual's perceptions of compliments are provided. Speakers feel obligated to respond to the compliment, but they also try to not sound vain.

Summary of Mediating Factors

Compliments are used in communication for a variety of reasons and situations. They are formulaic and functional, that is, they lessen the burden of conversation while promoting solidarity. Compliments may also cause defensiveness. Defensiveness may be related to the need for compliments to be consistent with self-esteem. Finally, compliments must be responded to while the receiver operates under a system of multiple constraints.

The above studies illustrate several factors documented in the literature that mediate individual perceptions of compliments. The popular notion of the compliment as a tool that can be readily used to accomplish goals like marital satisfaction, invoking interpersonal attraction, and winning

friends instantly might be far from the truth.

Generally, researchers have provided explanation why compliments may not always be appreciated by compliment receivers. However, the researchers have not controlled for the variables of status and gender. In the next section studies that have controlled for status and gender are reported.

Status and Gender

Status in Organizations

In this section, compliment research on status in organizations is reviewed. First, research which demonstrates the use of compliments to improve status in organizations will be reviewed. Second, research on the use of compliments to improve task performance of workers will be reviewed. Finally, research on status in the compliment sequence will be reviewed.

Compliments and Gaining Status

Compliments can be used to establish and gain status over another individual. Farson (1963) has explained that by complimenting someone, people establish the fact that they are capable of "sitting in judgement." He stated that "status is important to all of us, and though the person being evaluated may feel that the praise is threatening or diminishing, the praiser himself has increased his psychological size or, if he praises an inferior, has

claimed or reinforced his status" (Farson, 1963, p.63). Status in organizational settings is very important, and compliments can be used to increase or maintain one's status in an organization.

Compliments can also be used to improve status in organizations. Wortman and Linsenmeier (1977) studied the use of compliments in an organizational setting as an ingratiation tactic, that is, when used in attempt to improve status in organizations. They noted that, "understanding how people attempt to make themselves more attractive to others provides insight into such areas as organizational advancement and survival, influence processes within organizations, alterations of power relationships and organizational change" (Wortman & Linsenmeier, 1977, p.134).

Jones (1964) was the first social psychologist to empirically study ingratiation and self-presentational aspects of social behavior. He has noted that, "Ingratiation is undoubtedly the most ubiquitous of all self presentational phenomena" (Jones, 1982, p.235). Liden and Mitchell (1988) define ingratiation as, "an attempt by individuals to increase their attractiveness in the eyes of others" (p.572). The use of compliments as a means of gaining status has often been reported (see Jones & Pittman; 1980; Jones, 1982; Kipnis, Schmidt & Wilkinson, 1980; and Kipnis & Schmidt, 1988).

Wortman and Linsenmeier (1977) have found that five

attributions are made about the sender of a compliment. First, the person receiving the compliment may think the sender has an ulterior motive. The sender may have issued the compliment to get the receiver to do something else. Second, the sender may be the type of person who always makes positive statements or compliments. Third, the sender may have issued the compliment because of situational demands or pressures. Many times compliments are expected, and a lack of praise or a compliment may be seen as a sign of one lacking social graces. Fourth, the sender may not have been completely honest and the motivation for issuance may have been benign. For example, the person may have "just been trying to be nice." Fifth, a receiver may conclude that the sender actually meant what was said.

Wortman and Linsenmeier (1977) conclude that only in the fifth instance will the sender be successful in eliciting interpersonal attraction or will be successful in using compliments as an ingratiating tactic. This research indicates that in many instances an ingratiator's compliments may indeed be effected by the mediating factors reviewed in the first section of the above literature review. Again, only in the instance where the ingratiator is perceived as really meaning what was said will the ingratiator's compliment be a useful tactic in gaining status.

Compliments and Improving Performance

Another use of compliments in organizational settings is to improve the performance of workers. Catano (1975) studied the relationship of verbal praise to task performance. In his study, subjects were verbally praised by an experimenter or peer while performing a mirror-tracing task. Here, it was assumed that the relationship of experimenter to subject was one of superior to subordinate. He hypothesized that praise would be more effective in improving performance in an established superior-subordinate relationship and to be less effective when it is received from a person who is perceived to be an equal.

Catano (1975) found significant differences in performance between the subjects praised by a superior (person of higher status) and by a peer. Those subjects praised by the experimenter (a source of authority) in an environment where a superior-subordinate relationship is recognized (the controlled experimenter-subject environment), showed improved task performance. On the other hand, praise from peers did not significantly improve task performance.

The Catano (1975) study is one of many examples (cf. Bandura, 1977; Hildebrand, Martin, Furer, & Hazen, 1990; Koestner, Zuckerman, & Koestner, 1978; Weiner et al., 1972) studies that report increased performance due to praise. Additionally, literature from business management often cites praise as a good motivational tool for increasing

productivity of workers.

Hinken (1991) has argued that most subordinates desire feedback regarding their performance and that managers should use praise as a means to increase the performance of subordinates. For example, Hinken (1991) stated, "behavior that gets rewarded gets repeated" (p.39). In other words, praise serves to reinforce desirable behaviors and increases the likelihood that it will recur (Blanchard, 1991; Luke, 1991; Knippen & Green, 1990).

It is important to note that although the prevailing view is that praise is a useful tool for increasing productivity, contradictory results have been reported. Baumeister, Hutton, and Cairns (1990) suggest that although praise appears to increase effort, it may impair skilled performance.

Baumeister et al. (1990) ran several experiments which differed in the task participants had to complete. Skill tasks (a video race car driving game) and an effort task (card sorting) were both investigated by the researchers. They concluded that praise may impair skilled performance, regardless of the specificity of the praise (for example, nonspecific praise would be complimenting a participant on their attire, not on performance). However, praising effort tasks (card sorting, where skill is limited due to the simplicity of the task) did seem to increase performance. The authors posit that praise may interact with the type of

performance process involved.

This research has illustrated two reasons why people might use compliments during their interactions in organizations. First, compliments may be used to establish and gain status in organizations. Second, compliments may be used to improve task performance of workers, but the kind of task involved may determine the effectiveness of the praise. In the next section of this paper, studies of status differences in the compliment sequence are reviewed. Specifically, the literature will be reviewed to illustrate the interaction of status with compliment use in organizations.

Compliment Sequences Studies and Status

Turner and Edgley (1974) have noted a relationship between compliments and status. They asked members of their research team to give ten compliments to friends, intimates, and acquaintances. Thus the compliments were not generated naturally. Turner and Edgley (1974) report that in 48 encounters the complimenter was seen as having higher status and in 37 encounters the complimenter was of lower social ranking than the receiver. No explanation of how the status variable was defined is provided. Subjects who had responded to compliments felt it was presumptuous, inappropriate and/or not befitting of one's position to compliment or even reciprocate the compliment of a superior. Those recognized as having higher status seem to have the prerogative to

compliment and to reciprocate compliments.

Knapp et al. (1984) developed a descriptive taxonomy of nearly one-thousand compliments people recalled as having been recently given or received. Although these compliments were generated naturalistically, much of the description of the actual content of the compliments could have been different than later reported to the researchers. One hundred eleven compliments were analyzed to determine the relationship of status to the compliment sequence. Open-ended questions were used to determine the relationship of the compliment giver to the compliment receiver. Friends received 30 percent of the compliments; lovers and relatives 26 percent; co-workers, acquaintances, and neighbors received 28 percent; strangers, customers and clients received 8 percent; work superiors and subordinates received seven percent of the compliments. A clear relationship of status and the compliment sequence can not be established from this description.

Sims (1989) reported status differences in the compliment sequence. Compliments were generated by 74 communication majors at a large southern university. Students were paired by sex and status. Status was determined by the students year in school. The students were told to establish rapport and talk for 15 minutes. Any compliments given were noted using the scheme developed by Sims (1989). The coding scheme included the compliment position (e.g. beginning, middle, or

end of the 15 minutes), format (e.g. a single compliment, compliment and comment, compliment and question), topic (e.g. attire, performance), semantic formula, syntactic formula, response types (e.g. acceptance, agreement). Students who were seniors and juniors were coded as high status, while freshman and sophomores were coded as low status.

Sims (1989) reported that higher status people received more compliments than lower status people. Higher status people also gave more compliments to lower status people than to other higher status people.

The results of the relationship between status and the compliment sequence using this methodology are in question because they may have been confounded by the age of the students. It is very plausible that older students who were freshman or sophomores could have been perceived as higher in status due to their age. In addition, many other factors could have affected perceived status such as the attire and perceived social class of the participants. Thus, the reported status differences may be an artifact of the Sims (1989) design.

Bergstrom (1991) used ratings of appropriateness to investigate the relationship of status and compliments. Participants consisted of 59 undergraduates who were native speakers of English. Each participant was instructed to imagine they were at work in an organization. Dialogue

containing a compliment and a response were provided. The participants then ranked the appropriateness of the compliment on semantic differential scales. Half of the participant's dialogue contained a compliment on attire, the rest a compliment on performance. The compliment and its response were presented three times, each representing a different status variable (superior to subordinate, peer to peer, and subordinate to superior).

Bergstrom (1991) found that compliments in the peer to peer status variable were rated as most appropriate, while compliments in the subordinate to superior status variable were rated as least appropriate. Compliment type (performance and attire) interacted with status variables. Attire compliments in the peer to peer and subordinate to superior status variables were rated as more appropriate than compliments of performance. However, in the superior to subordinate status variable, performance compliments were rated as more appropriate than attire compliments.

The results of the relationship between the status variables and compliments using this methodology may also be questioned. The repeated measures design may have contained some reactivity because the compliment and response were exactly the same in all three status conditions. Additionally, the compliment response, "Well, thanks a lot" may have been perceived as sarcastic by the raters.

Summary of Compliments and Status in Organizations

In summary, the effect of status in the compliment sequence is unclear. Although Wortman and Linsenmeier (1977) found five attributions the compliment receiver can make regarding the compliment sender, they found only one case where an ingratiation was successful in eliciting interpersonal attraction. That case is when the ingratiation is perceived as really meaning what was said. Turner and Edgley (1974) found that people felt those of lower status should not compliment those of higher status. In partial support of this finding, Bergstrom (1991) found that peer to peer and superior to subordinate compliments were rated as more appropriate than subordinate to superior compliments. Additionally, Sims (1989) found higher status people gave more compliments to lower status people than those of equal status. Knapp et al (1984) report no clear relationship between status and the compliment sequence. However they did report a "similarity norm" effect. That is, people who were alike (for instance, school peers) gave and received the most compliments.

Gender in Organizations

In this section research on gender in organizations is highlighted. First, the lack of research addressing gender and compliments will be reviewed. This is followed by research on the compliment sequence and gender.

The literature from social psychology and industrial psychology reviewed in this paper does not report gender

differences with regard to praise. The literature does not report if the mediating factors effect males and females differently. The absence of research examining the effects of gender on the mediating factors (e.g. regularity and solidarity, defensiveness, self-esteem, and constraint systems) of the compliment sequence is interesting.

Presently, women in organizations have greatly changed the dynamics of the work force. As more women enter the work force and fill positions traditionally held by men, the need to explore differences in male-female communication has increased. Although both researchers and the popular press have addressed this change, the research is diverse and loosely organized, with inadequate attention paid to actual communication (Fairhurst, 1986). What follows is a review of compliment sequence studies that have reported gender findings.

Compliment Sequence Studies and Gender

Turner and Edgley (1974) reported a marked preference for compliments from the opposite sex. Ninety percent of women interviewed said they preferred compliments from men. Seventy percent of the men interviewed said they preferred compliments from women. Women also reported that compliments from other women were generally regarded as less sincere. Men reported that giving a compliment to another male was "more difficult."

Knapp et al (1984) reported that compliments are more

likely to occur between members of the same sex than between members of the opposite sex. Women also received more appearance compliments (78 percent) than men (24 percent).

Sims (1989) reported that status and sex variables were confusing. Higher status individuals gave women sixty-three percent more compliments than men. Lower status individuals gave men sixty percent more compliments than women. However, Sims (1989) does not report the male-female ratio of the higher status individuals or the lower status individuals.

Bergstrom's (1991) study reported the number of male and female raters participating in the study, however, results of the ratings were not analyzed separately for the males and females. As a result, Bergstrom (1991) reports no differences regarding the interaction of males and females and the compliment sequence.

Summary of Compliments and Gender

The results regarding gender variables in the compliment sequence are inconsistent. Turner and Edgley's (1974) results indicate that cross-sex compliments occur more frequently, while Knapp et al's (1984) results indicate same-sex compliments occur more frequently. Sims' (1989) research does not report same or cross-sex results, while Bergstrom's (1991) research does not report any gender results. However, Sims' (1989) status and sex variable interaction is interesting. Higher status individuals give more compliments to women, while lower status individuals

give more compliments to men.

Critique of Status and Gender Findings

The research reviewed in the present study indicate four mediating factors that might affect the reception of compliments in certain situations. When these factors are empirically tested, results are contradictory. Compliments are reported to be important in creating regular and solid interactions between people. But, compliments can make people defensive, and might need to be consistent with self-esteem. Additionally, a compliment receiver is forced to act within two restraining systems of conversation. These results do not address status or gender differences that are certainly affected in different ways by these mediating factors. More understanding of how compliments affect the interpersonal relationships across the variables of status and gender is needed.

Literature from the conversation analysis field, on the other hand, does report status and gender differences, but does not seek to explain or incorporate the mediating factors reported from the social psychology and industrial psychology fields.

The research reviewed in the present study has provided good description of the forms (syntactic structure) and content (semantic structure) of compliments and their responses. However, the impact of these compliments on the

relationship of the conversants has been largely ignored. Reports of the relationship between status and gender and the compliment sequence are unclear. Although the research has reported relationships between status and gender and the compliment sequence, these results are often contradictory. Additionally, the methodological soundness of the compliment sequence research has also been questioned. In order to identify a clear relationship between status and gender and the compliment sequence a new methodology must be used.

It is suggested by a review of mediating factors that compliments are used a lot, and for good reasons, but they can also negatively affect the participants in the compliment sequence. For example, a person using a compliment in order to ingratiate themselves to a superior can be perceived negatively, (for instance, the superior may think the ingratiator is only saying the compliment because he has an ulterior motive) or may in fact be successful (if the superior perceives the ingratiator as truly meaning what s/he said). Clearly, people have preferential rules they use to evaluate compliments. Some compliments are viewed favorably, and others are not (for instance, a compliment may be viewed less favorably if it makes the person defensive). In order to broaden the understanding of compliments, investigating individual perceptions of the relationship between compliments and status and gender variables is warranted.

Status

Methods for determining status employed by Turner and Edgley (1974), Knapp et al (1984), Sims (1989), and Bergstrom (1990) were limited by design. In this study a new method for investigating status factors will be used. Wortmen and Linsenmeir's (1977) review has indicated that there are "preferred" attributions in the compliment sequence (e.g. a complimenter should really mean what they say, and not have an ulterior motive). As such, there are preferential rules operating, and individuals who choose to ignore the preferential rules will be viewed less favorably. Shimanoff stated that, "if behavior is rule-generated, actors may be able to indicate what behavior is appropriate in that context" (1980, p.93). Peter Collett (1970) recommended using judgments of appropriateness over all other methods to determine if behavior is rule-generated. Therefore, Bergstrom's (1991) appropriateness semantic differential scale was used to measure the appropriateness of different compliments across the three status variables (superior to subordinate, peer to peer, and subordinate to superior).

Hypotheses Results of the Bergstrom (1991), Knapp et al (1984), Turner and Edgley (1974), and Sims (1989) studies did not report a clear consensus regarding the interaction of status and the compliment sequence. Additionally, the results are in terms of how many, not what effect the compliments had. Therefore the following hypothesis:

H1: Compliments will rated significantly different across status variables (superior to subordinate, and subordinate to superior).

The type of compliment may also effect the appropriateness of a compliment. Knapp et al (1984) reported that the two most common types of compliments were compliments of performance and compliments of attire. As such, the second hypothesis:

H2: Compliments of performance and attire will rated significantly different across status variables (superior to subordinate, and subordinate to superior).

Gender

The findings in gender reported by Knapp et al (1984), and Turner and Edgley (1984) are equivocal. Knapp et al (1984) reports that same-sex compliments occur more frequently, while Turner and Edgley (1974) Found that cross-sex compliments occur more frequently. Few actual differences in speech between males and females have been empirically documented, and the conflicting results of these two studies indicate that an actual difference regarding compliments in male and female language is not clear. However, Berryman-Fink and Wilcox (1983) state that, "beliefs about sex-related language may be as important as actual sex-based language differences" (p.664). These "beliefs" about sex-related difference will be investigated using Bergstrom's (1991) appropriateness scales.

Hypotheses As previously mentioned, Bergstrom's (1991) study investigated the relationship between status and compliments. However, the study did not report results concerning the gender of the raters. Sims (1989) reported that there was in fact an interaction effect between status and gender. Gender of the raters may effect the interaction of the appropriateness of compliments given across the status variables. Therefore, the third Hypothesis:

H3: Male and female ratings of appropriateness of compliments will be significantly different across status variables (superior to subordinate, and subordinate to superior).

Additionally, the gender of the rater may affect the appropriateness of compliment types. Bergstrom's (1991) study used the utterance, "I think your sweater looks great" as the attire compliment. This utterance may have been considered as having a sexist or sexual harassment tone, especially in the case of a male superior giving this compliment to female subordinate. Therefore, the following hypotheses:

H4: Male and Female ratings of appropriateness of compliment types (attire and gender) will be significantly different across status variables (superior to subordinate, and subordinate to superior).

H5: Male and female rating of appropriateness of different attire compliments will be significantly different across status variables (superior to subordinate, and subordinate to superior).

CHAPTER III

METHOD

Subjects

Participants in the study consisted of 88 staff members (44 male, and 44 female) at a mid-sized western university. All subjects were native speakers of English. A list of all staff members employed by the University was used to select participants that were of similar status within the organization. Participants with high status job descriptions such as supervisor or director were eliminated from the list. Additionally, participants with low status job descriptions such as entry level positions were also eliminated.

A frequency distribution of the participants age is reported in Table 3-1. Almost one-fourth were between the ages of 36-40 while another one-fourth were between the ages of 41-45. The participants age ranged from 21 to 58.

Materials

Bergstrom (1990) constructed a semantic differential scale using six 7-interval scales to measure appropriateness of compliments. Factor analysis of the scales revealed that the scales were uni-dimensional ($r=.92$). These scales were used to measure subjects' ratings of appropriateness for two types of compliments (evaluating performance and evaluating

attire). Each compliment type consisted of four compliments representing the four possible gender dyads (male to male, male to female, female to female, and female to male). Therefore, each participant rated eight compliments. Participants rated compliments under only one status condition (high status to low status, or low status to high status). The scales used to rate the compliments were counter-balanced by alternating the positive and negative ends of the scales.

Procedures

Participants were given a test booklet containing eight randomized scenarios of the compliment sequence they were to imagine they had overheard while at work. Scenarios were randomized to help control for possible reactivity of the test. Each compliment sequence occurred in the first half of the booklets for half of the questionnaires, and in the second half of the booklets for the other half of the questionnaires. Additionally, the actual compliments were rotated through each gender dyad. This procedure resulted in eight different versions of the booklet for each status condition. Tables 1 through 16 present each version of the text booklet. Each scenario was three lines long. Participants rated the appropriateness of the compliment sequence on six 7-interval scales.

The participants were told by the researcher that he needed help on research being conducted for a master's thesis. Participants were asked to volunteer only if English was their native language. Anonymity was guaranteed, and the participants signed an informed consent form (Appendix A). Additionally, the researcher went through a sample rating and explained the anchors for the scales (see Appendix A). The questionnaires were left with the participants and picked up the next day. When the questionnaires were picked up the participants were given a coupon for a free cup of coffee for their assistance. This procedure produced a 100 percent return rate for the questionnaires.

Twenty-two male and twenty-two female participants rated the appropriateness of four compliments on performance, and four compliments of attire. These male and female participants all rated compliments given from a high status person to a low status person. Additionally, twenty-two male subjects and twenty-two female participants performed the same ratings for compliments given from a low status person to a high status person.

Four compliment utterances for each status condition were created using the most common positive adjectives (nice, good, and great) found in Manes and Wolfson's (1981) study. Additionally, one compliment will contain the positively loaded verb "nice".

The three most common syntactic formulas found in Manes

and Wolfson's (1981) study were used to format three of the compliments. The fourth compliment was formatted in the form found to occur most often in Sims (1989) study:

(NP (is/looks) (really) ADJ)

ex. Your report is really good.

(PRO is (really) a ADJ NP)

ex. This was a really great job.

(I (really) (like/love) NP)

ex. I really like your solution to the problem.

(That/linking verb/(intensifier)/adjective/NP)

ex. That was nice work on the Smith project

The compliment responses all contained the utterance, "Thank you." This response was reported as the most common compliment response by Knapp et al. (1984) and Sims (1989). Different compliment responses could have increased the likelihood that the results of this study would have been affected by some artifact of the wording of the compliment responses. Limiting the response to "thank you" was done to prevent the participants from assessing the appropriateness of the compliment based on the response to the compliment. However, since the participants were imagining that they over-heard the compliment sequence, they may have based their appropriateness ratings of the compliment by making some inference about the tone, nonverbal, or other characteristics of the response. This should not have affected the results of the study. When the participants

rate a compliment as more or less appropriate, the ambiguity of the "thank you" response should have allowed them to make a true rating of the compliment, while not being affected by the compliment response.

Design

The data were analyzed using a $2 \times 2 \times 2 \times 4$ (two levels of rater gender by two levels of status condition by two levels of compliment type by four levels of gender dyad) ANOVA for repeated measures of the last two factors. The factors of rater gender and status condition were analyzed using a post-hoc 2×2 (two levels of rater gender by two levels of status condition) ANOVA to increase the statistical power of the previous design.

CHAPTER IV

RESULTS

Results are presented by first providing a description of the data analyzed. This is followed by a discussion of factor analysis and reliability. Next, the results of the MANOVA analysis of the $2 \times 2 \times 2 \times 4$ (two levels of rater gender, two levels of status condition, two levels of compliment type, and four levels of gender dyad) ANOVA are provided. Finally, the results of the manova analysis of the 2×2 (rater gender by status condition) ANOVA post-hoc analysis are presented.

Description of Data

The data for this research consisted of 88 participants' (44 male, 44 female) ratings of eight scenarios containing verbal compliments. Each participant rated two compliment types; four compliments on performance and four compliments on attire. Each compliment was rated on six seven-point Likert scales. Additionally, both sets of compliment types consisted of four different gender dyads; male to male, female to male, female to female, and female to male compliment sequences. Twenty-two males and twenty-two females rated the compliments in the superior to subordinate condition. Twenty-two males and twenty-two females rated the compliments in the subordinate to superior condition.

Factor Analysis and Reliability

Bergstrom (1991) reported that factor analysis of the scales used in this study showed that they were unidimensional. Reliability assessed by Cronbach's Coefficient Alpha for the scales was .92.

Analysis of Variance

The data were analyzed using a $2 \times 2 \times 2 \times 4$ (two levels of rater gender, two levels of status condition, two levels of compliment type, and four levels of gender dyad) ANOVA design. A complete display of cell means and an ANOVA table is shown in Tables 17 and 18 respectively. A MANOVA analysis of variance of the appropriateness ratings determined four significant findings. These findings are presented in table 4-1.

Status and Rater Gender

Three between group effects were analyzed. First, the status condition of the compliment sequence was analyzed. This factor had two levels. The ratings were either of compliments issued from superiors to subordinates, or compliments issued from subordinates to superiors. The MANOVA analysis determined that the status condition was significant ($F=5.29$, $p=.024$). High to low status condition ratings for compliments received the highest ratings (male raters average cell mean = 4.96, female raters average cell mean = 5.37). Low to high status condition ratings for

compliments received the lowest ratings male raters average cell mean = 4.65, female raters average cell mean = 4.79).

Second, the difference in ratings between male and female raters were analyzed in the design. The manova analysis determined that there was no significant difference in ratings due to the gender of the raters ($F=2.09$, $p=.152$).

Third, the interaction of the status condition and the rater gender was analyzed. The manova analysis determined that the interaction was not significant ($F=.49$, $p=.487$).

Compliment_Type_and_Gender_Dyad

Three within group effects were analyzed. First, the compliment type factor was analyzed. This factor had two levels, compliments of performance and compliments of attire. The MANOVA analysis determined compliment type was significant ($F=96.70$, $p=.000$). Compliments of performance were rated as more appropriate (average cell mean for male and female raters of performance compliments = 5.54) than compliments of attire (average cell mean for male and female raters of attire compliments = 4.34).

Second, the gender-dyad was analyzed. This factor had four levels, male to male, male to female, female to female, and female to male. The MANOVA analysis determined that gender-dyad factor was significant ($F=16.41$, $p=.000$). The highest average mean cell appropriateness rating of the four gender dyads for performance compliments was female to female = 5.71, then male to male = 5.60, then female to male

=5.48, and the lowest appropriateness rating was male to female = 5.39. The highest average mean cell appropriateness rating of the four gender dyads for attire compliments was female to female = 4.85, then female to male = 4.29, then male to male = 4.17, and the lowest appropriateness rating was male to female = 4.07.

Third, the interaction of the compliment type factor and gender-dyad factor was analyzed. The MANOVA analysis of this interaction was significant ($F=7.43$, $p=.000$). This interaction is illustrated in Figure 4-1. Both performance and attire compliments had the highest average cell mean in the female to female gender dyad (5.71 and 4.85 respectively) and the lowest cell mean in the male to female gender dyad (5.39 and 4.07). However, the second highest average cell mean for performance compliments was in the male to male gender dyad while the second highest average cell mean for attire compliments was in the female to male gender dyad. Additionally, the third highest average cell mean for performance compliments was in the female to female gender dyad while the third highest average cell mean for attire compliments was in the male to male gender dyad.

Other Interactions

The interactions of all possible combinations of the within group factors and between group factors were analyzed. MANOVA analysis determined no significant interaction effects within compliment type and gender dyad

and between rater gender and status condition. The manova analysis for all factors (between group, within group, and between-within group interactions) are reported in Table 18.

Post Hoc Analysis

Prior analysis did not determine the effect of rater gender to be significant. A 2×2 (two levels of rater gender and two levels of status condition) ANOVA was computed post-hoc in order to increase statistical power by collapsing the design to eliminate compliment type and gender dyad variables. A MANOVA analysis of variance for the mean scores of appropriateness ratings for each compliment type and gender dyad were computed for each group (male raters of high to low status, female raters of high to low status, male raters of low to high status, and female raters of low to high status). A complete display of all cell means and an ANOVA table is shown in Tables 19 and 20 respectively. The MANOVA analysis of group mean appropriateness ratings determined four significant findings. These findings are presented in Table 4-2.

Post-Hoc_Rater_Gender_and_Status_Condition_Effects

Three between group effects were analyzed. First, the rater gender was analyzed. The MANOVA analysis determined that the rater gender factor was significant ($F=7.17$, $p=.001$). Female raters of appropriateness had a larger average cell mean (5.08) than male raters of appropriateness

(4.80).

Second, MANOVA analysis determined that the status condition was significant ($F=18.43$, $p=.000$). The high status to low status condition had a larger average cell mean (5.16) than the low to high status condition (4.72).

Finally, MANOVA analysis determined that the interaction of rater gender and the status condition were significant ($F=5.710$ $p=.005$).

Average Compliment Appropriateness Rating Effects

The average mean appropriateness rating for the eight compliments was analyzed. A manova analysis determined a significant difference within the compliments ($F=2.65$, $p=.017$). This difference was expected. The previous $2 \times 2 \times 2 \times 4$ design determined that there was a significant difference for the two compliment types and the four gender dyads.

Other Post Hoc Interactions

All possible interactions of the within group factor (average compliment appropriateness rating) and between group factors (rater gender and status condition) were analyzed. MANOVA analysis determined no significant interaction effects. The MANOVA analysis for all factors (between group, within group, and between-within group interactions) are reported in Table 20.

CHAPTER V

DISCUSSION

The purpose of this study was to research the use of compliments across the dimensions of status and gender in an organizational setting, controlling the variables of status and gender in order to integrate social psychology and conversation analysis research regarding compliments. It is important to note that the participants in this study worked in an actual organization, they were not college students. The findings in this study should be representative of other actual organizational settings. Additionally, the procedure used produced a 100 percent return rate. The participants must have thought this was an important area of research.

In this chapter the findings of this research will be discussed by variable. The implications and contributions of this study will also be presented by variable. Next, limitations of the present study will be discussed. Then, directions for future research will be suggested. Finally, a brief summary of the present study will be presented.

Status

It was posited in the first hypothesis that compliments would be rated significantly different across two status conditions, high status to low status and low status to high status. There was a significant difference in the ratings.

In other words, people perceive the appropriateness of compliments based at least in part on whether the compliment was issued from a person of high status to a person of lower status, or whether the compliment was issued from a person of low status to a person of high status. It is indicated by this study that people perceive compliments from a high status person to a low status person as more appropriate than compliments from a low status person to a high status person.

These results support Turner and Edgley's (1974) claim that people of higher status have the prerogative to compliment, and that complimenting "down the hierarchical ladder" is most appropriate. These results also support Bergstrom's (1991) claim that superior to subordinate compliments are more appropriate than subordinate to superior compliments. Rating compliments from superiors to subordinates as more appropriate than from subordinates to superiors may indicate that people at work expect compliments from superiors. Furthermore, the social psychology and industrial psychology literature (Blanchard, 1991; Hinken, 1991; Luke, 1991; Knippen & Green, 1990) that supports the use of compliments to increase performance of workers because most subordinates desire feedback, seems to support these findings.

Because subordinates rated compliments from subordinates to superiors as less appropriate than superiors to

subordinates, it may be that subordinates feel they are not expected to compliment their superiors. Perhaps superiors do desire compliments from subordinates, but subordinates feel that complimenting superiors is not part of their job description or duty. Complimenting is the "job" of the superiors. Future research should determine if superiors desire compliments from subordinates. If superiors do desire compliments from subordinates, and these compliments are viewed as inappropriate, then there are incongruent perceptions between superiors and subordinates. This may provide organizational researchers with a possible method of improving superior-subordinate communication.

In summary, compliments from higher status individuals were rated as significantly more appropriate than compliments from lower status individuals. These results controlled for the variables of status condition, rater gender, gender dyad, and compliment type.

Rater Gender

It was posited in the second hypothesis that different rater gender ratings of appropriateness would be significantly different across two status variables, high status to low status and low status to high status. Rater gender did not make a significant difference in the appropriateness ratings of compliments. It is important to note, however, that the results were obtained using a 4-way

ANOVA. This design also controlled for the effect of gender dyad. Gender dyad was found to be significant. The post-hoc 2-way ANOVA did not control for gender dyad, or compliment type. This post-hoc analysis did determine gender of the rater to be significant. This indicates that regardless of the design, gender does have a significant effect on perceptions of the compliment sequence. People rate the appropriateness of compliments different depending on the gender of the compliment sequence participants. If the gender of the compliment sequence participants is not controlled, rater gender does become significant. Moreover, these findings indicate that studies need to clearly identify what gender variable is being tested.

Gender Dyad and Status

It was posited in the third hypothesis that male and female ratings of appropriateness would be significantly different across two status variables, high status to low status and low status to high status. As mentioned in the previous section, differences in male and female ratings of appropriateness were not significant in the 4-way ANOVA design. However, gender dyads were significantly different. Female raters in the high status condition rated female to male performance compliments as most appropriate. Female raters in the low status condition rated male to female attire compliments as least appropriate.

Sims (1989) reported that there was an interaction effect between status and gender. That is, gender had different effects across status variables. Results of the current study did not determine a significant interaction between status condition and rater gender. However, the effect of gender dyad was significant. This result could account for Sims' (1989) claim that status and gender interacted. For example, females rated the appropriateness of attire compliments higher than males for a male superior complimenting a male subordinate, a male superior complimenting a female subordinate, a female superior complimenting a female subordinate, and a female superior complimenting a male subordinate (these gender dyads are in the high status condition). However, the same gender dyads were significantly different in the low status condition. For example, female raters rated the appropriateness of attire compliments in the male to female gender dyad as less appropriate than male raters. It could be that in the low status condition women view male subordinates complimenting female superiors on their attire as an attempt to decrease the status of the female superior.

These findings provide insight into the relationship between status and gender in the compliment sequence. This study showed significant differences in perceptions of the compliment sequence with regard to status and gender dyad. This indicates that clear understanding of the compliment

sequence requires that particular attention be paid to the variables of status and gender dyad. It may be that gender differences effect status because cross-gender compliments may have negative attributions attached to them. For example, a male subordinate complimenting a female superior may be viewed as an attempt to ingratiate, and increase the male's status. Females may view this as decreasing the female superior's status. In fact, female raters rated male subordinates complimenting the performance of female superiors as the least appropriate performance compliment condition.

Status is an important issue in organizational research. Overall, the participants in this study rated compliments from superiors significantly more appropriate than compliments from subordinates. Hinken (1991) claims that subordinates desire performance compliments. This study does support that superior's compliments are viewed as more appropriate.

However, the appropriateness ratings of gender dyads was also significant. This means that whether the superior is a male or a female makes a difference in the appropriateness of the performance compliment. For example, male raters rated the male superior to female subordinate performance compliment dyad as more appropriate than the female superior to male subordinate performance compliment dyad. However, female raters rated the female superior to male subordinate

performance compliment dyad as more appropriate than the male superior to female subordinate performance compliment gender dyad. This difference could be a result of current work force dynamics. More women have entered the work force and filled positions traditionally held by men. This may create uncertainty as to whether behavior traditionally viewed as appropriate with male superiors and subordinates is appropriate with female superiors and subordinates. The claim that performance compliments increase worker productivity may not be generalizable.

Compliment Type and Status

It was posited in the second hypothesis that compliments of performance and attire would be rated significantly different across two status variables, high status to low status and low status to high status. Compliments on performance were rated significantly different than compliments on attire.

In other words, people perceive the compliments to be appropriate based at least in part on whether the compliment was on performance or attire. The results of this study indicate that people rate compliments of performance more appropriate. Compliments of attire were rated as less appropriate.

Thus, these results support Bergstrom's (1991) claim that the appropriateness of compliments of performance are rated

as more appropriate than compliments on attire. It could be that in the work place people expect feedback on performance, while comments on attire may make people defensive. In fact, it may be that workers view compliments on attire as evidence that their work does not merit a compliment or feedback on their performance.

Compliment Type and Gender

It was posited in fourth hypothesis that male and female rating of compliment types would be significantly different across the variables of high status to low status and low status to high status. The two compliment types were significantly different. Compliments on performance were rated significantly higher than compliments on attire.

Again, it is important to note that these results were obtained from the 4-way ANOVA design. This design determined that rater gender was not significant. Thus, male and female ratings of compliment types were not significantly different. However, the design did determine that the gender dyad (whether the compliment was from a male to another male, male to female, female to female, or female to male) was significant. Furthermore, the interaction of compliment type and gender dyad was significant.

In Figure 4-1 the individual cell means for each gender dyad for both compliment types by rater gender and status condition are displayed. The graph illustrates the

significant difference between compliment types. Performance compliments are rated as more appropriate than attire compliments. Additionally, the graph illustrates significant differences between compliment types and gender dyad.

For example, female raters in the high status condition rate the appropriateness of performance compliments across the gender dyads with a slight increase. However, attire compliments across the gender dyads do not follow the same pattern. Male to female attire compliments are rated lower than male to male attire compliments, while female to female attire compliments are rated higher than female to male attire compliments. Again, it could be that as more women hold positions traditionally held by men, and public awareness of sexual harassment increases, uncertainty of the appropriateness of compliments (particularly attire compliments) increases.

Thus, male and female appropriateness ratings of compliments types are significantly different across status conditions. This interaction of status and gender occurred with the gender dyad, not with the rater gender. Here, the effect of how the design controls for gender is once again an important issue. Regardless of which design is used, gender does have a significant impact on the appropriateness of compliments. Therefore, the would-be ingratiation or manager seeking to increase worker performance may have to carefully consider gender and compliment type before

attempting to use a compliment as an influence tactic.

Attire Compliments

It was posited in the fifth hypothesis that male and female ratings of appropriateness of different attire compliments would be significantly different across the status variables of high status to low status and low status to high status. The power of the design used for this analysis was not sufficient to make this comparison. However, two observations should be sufficient to determine the significance of the differences.

Observation #1

The 4-way ANOVA design determined that the gender dyad or each of the eight compliments within each group (status condition x rater gender) were significantly different from each other. The gender dyad also interacted significantly with the compliment type. Therefore, not only were the gender dyads significantly different, but the gender dyads within compliment types were significantly different. This difference is illustrated in Figure 4-1.

Observation #2

The low to high status female rater's average mean score for the male to female gender dyad for attire compliments was the least appropriate mean score reported. The same attire compliments were rated more than a full point higher on the scale for the female to female gender dyad.

In summary, the gender dyad and status condition make a significant difference in the ratings of appropriateness for the attire compliments. Assuming that different attire compliments will have different ratings of appropriateness in different gender dyads and status conditions seems warranted by prima facie observations. Compliments of attire from a male superior to a female subordinates were viewed as least appropriate. It seems logical that compliments with possible sexual overtones (for instance: That is a really nice sweater.) would be viewed as even less appropriate.

Limitations

This study had several limitations. First, the design was created to control for all the possible effects of status and gender, as well as compliment types. Repeated measures were necessary to provide each cell with adequate statistical power. Sixteen versions of the questionnaire were created in an attempt to limit the potential reactivity of the repeated measures design. Despite this effort, the repeated measures could have contained some reactivity. For example, in order to control status variables participants rated either superior to subordinate or subordinate to superior compliments. Participants may have reacted to only one status variable being presented.

Second, the design did not have enough statistical power to assess hypothesis #5. The sample size would need to be

quadrupled to reach adequate statistical power.

Third, the compliments analyzed in this study were not generated naturalistically. The compliments were generated from descriptions of the most common forms of syntax and semantic loads in order to approximate naturalistic compliments.

Fourth, the scenarios for each compliment could have been expanded. No explanation was given to the participants as to whether they were to imagine the same people in each scenario or different people for each compliment. For example, were they supposed to imagine the same person for all male boss examples? Could they imagine one male boss in one situation and not another? It could be that more control in the scenarios would produce more accurate results.

Finally, attire compliments are not addressed in the social psychology and industrial psychology literature. In this study attire compliments were rated significantly lower than performance compliments. However this may be an artifact of the design. Participants were asked to imagine they were at work, it may be that participants reacted to non-task compliments as less appropriate because of the scenario. Perhaps if the participants had been asked to imagine they were relaxing after work attire ratings would have been rated as more appropriate than performance compliments.

Directions for Future Research

There appears to be two areas that would benefit from future research. First, the findings of this study question the generalizability of performance compliments increasing worker productivity. Second, the mediating factors of the compliment sequence could be examined further.

The social psychology and industrial psychology literature (see Blanchard, 1991; Hinken, 1991; Luke, 1991; Knippen & Green, 1990) support of the use of compliments to increase worker productivity may need to be qualified. The results of this study support the notion that performance compliments are desired by subordinates. At least participants in this study rated performance compliments as most appropriate. However, the gender dyad variable produced significantly different results. Therefore, whether the superior is a male or a female may impact upon the effectiveness of the performance compliment. The recommendation that performance compliments increase worker productivity may not be generalizable across gender variables.

The mediating factors of the compliment sequence also need further investigation. The limitations of the scenarios were mentioned previously. The persons the participants were imagining in the scenarios had little control. Additionally, the participants could have interpreted a number of factors regarding the compliment. Future research should control for

the situation, the history of the relationship, the attitudes, beliefs, and values that underlie the motivation for the use of the compliment. For example, does the male superior complimenting the female subordinate about her attire work every day with the women? Have they worked together for ten years or six months? Is the male superior the type of person who always notices attire, of men and women? Other mediating factors that might be controlled for include defensiveness and self-esteem.

Summary

The effect of status and gender variables in the compliment sequence in organizational settings was investigated in this study. The control of these variables in this study is valuable in that it provides evidence that status and gender influence perceptions of the compliment sequence. Status condition (high to low or low to high), Compliment type (performance or attire), and gender dyad (male to male, male to female, female to female, and female to male) were found to have a significant effect on the raters perceptions of the appropriateness of compliment sequences. A better understanding of effects of gender, status and compliment types is needed.

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Appendix A
Sample Questionnaire

CONSENT FORM

University of Montana
Study on Compliment Sequences in Organizational Contexts
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PURPOSE AND BENEFITS

This study investigates compliment sequences in organizational settings. The purpose is to examine interpersonal and structural factors, which, when combined, are antecedent conditions that affect perceptions of people participating in the compliment sequence. The results will hopefully benefit (1) the academic community, particularly those individuals interested in organizational influence and satisfaction; (2) study participants by providing an opportunity for reflection on common conversations in organizations.

PROCEDURES

The study will be conducted by questionnaire format. The investigator will personally distribute the forms to each respondent. All participants will be randomly selected from the organization. Written and oral instructions will be provided and respondents will have an opportunity to ask questions. It will take approximately 15-30 minutes to complete the forms; completed forms will be placed in an envelope and sealed and will be sent directly to the investigator through campus mail. Respondents are free to leave any item unanswered.

RISKS, STRESS, OR DISCOMFORT

It is possible that in completing the questionnaire some people may feel a sense of job dissatisfaction or frustration about communication with peers or supervisors. It is hoped that this potential risk will be overshadowed by (1) the opportunity for respondents to express feelings about their quality of worklife in a thoughtful way; and (2) the opportunity to contribute to a paper which will highlight the major trends in perceptions of compliment sequences in organizational settings. A summary of the paper results will be made available to all members of the organization upon request.

PLEASE NOTE: All information provided in the questionnaires will be strictly anonymous and confidential. No one will have access to the questionnaires other than the investigator. results will be reported in general statistical form without reference to a particular individual. Participation in this study is voluntary; individuals are free to withdraw at any time.

I have read the above and agree to voluntarily participate in this study:

Signature of Respondent Date

Mark Bergstrom, Investigator Date

I. Part I - SAMPLE QUESTIONNAIRE

Thank you for agreeing to participate in my study. You will be asked to rate eight conversations between superiors and subordinates. You will be asked to rate these conversations on six different dimensions. For each situation I would like you to consider the relationship (superior/subordinate and male/female) of the two people in the conversation. An explanation of the six dimensions is provided below.

- 1.) Appropriateness- How appropriate do you think the statement is?
- 2.) Positive-Negative - Will the statement have a positive or negative effect on the workers relationship?
- 3.) Comfortable-Uncomfortable - How acceptable is the statement given the workers relationship?
- 4.) Proper-Improper - Do you think the statement is polite or tasteful?
- 5.) Constructive-Destructive - Would the statement be helpful-beneficial in the relationship or detrimental?
- 6.) Relaxed-Uneasy - Is the statement suitable, or would it create tension in the relationship?

The following is an example of a typical situation and conversation. Circle the number that best represents your rating of the conversation. The closer a number is to the word, the more strongly you feel about that dimension for each situation. Please circle a number for each of the six dimensions.

Imagine that you are at work. You hear the following conversation between a male boss and a male worker. Please rate your perception of the boss' statement to his worker.

Male Boss: I think you're really doing good work in your job.

Male Worker: Thank you.

appropriate	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	inappropriate
negative	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	positive
comfortable	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	uncomfortable
improper	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	proper
constructive	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	destructive
uneasy	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	relaxed

II. Part II - BIOGRAPHICAL INFORMATION

Please answer the following questions so I can describe the participants in my study.

1. What is your age? (check one)

- | | |
|-----------------|-----------------|
| (1) __ under 20 | (6) __ 41-45 |
| (2) __ 20-25 | (7) __ 46-50 |
| (3) __ 26-30 | (8) __ 51-55 |
| (4) __ 31-35 | (9) __ 56-60 |
| (5) __ 36-40 | (10) __ over 60 |

2. What is your sex? (check one)

- (1) __ Male
- (2) __ Female

3. Is English your native language? (check one)

- (1) __ Yes
- (2) __ No

4. Please indicate your status in this organization in the space below. (e.g. administrative aid I, secretary III, program assistant, etc.)

Appendix B
IRB Proposal

1. The proposed study seeks to integrate compliment literature from social psychology and conversation analysis.

A.) The study is being done to fulfill the thesis requirement for the master of arts degree in communication studies. The literature from two areas, social psychology and conversation analysis reach different conclusions regarding the effects of compliments in organizational settings. The social psychology literature provides information on the effects of compliments (for instance, when used as an ingratiation tactic), but fails to properly control the effects of gender and status. Conversely, the conversation analysis literature provides information on status and gender without analyzing the effects of compliments. This study will carefully control the variables of status and gender by having males and females rate the appropriateness of compliments different status males and females. In order to establish the effects of complimenting participants will be asked to rate the appropriateness of compliments on semantic differential scales.

B.) Participants will be asked to fill out the attached questionnaire.

C.) Participants will be randomly selected. Participation will be entirely voluntary, and participants can decline to fill out the survey. Participants will remain anonymous and results will be confidential.

D.) Participants will fill out the questionnaire on their own time. The questionnaires will be returned through campus mail.

2.) The completion of this research should benefit scholars from social psychology and communication. A more thorough understanding of the effects of complimenting people in organizational setting will provide valuable understanding into such areas of organizational advancement and organizational satisfaction. Although the participants will receive no direct benefits from this research, the possibility that the results of this study will be used to increase worker satisfaction in organizations does exist.

3.) The participants in the study will be asked to fill out a short questionnaire (4-5 pages) on their own time and return the questionnaire through campus mail.

4.) Participants will consist of 40 male and 40 female employees. Subjects will consist of adult workers at the University of Montana.

- 5.) No risk to the participants is anticipated.
- 6.) Participation in the study will be voluntary, and participants can discontinue participation in the study at any time.
- 7.) Participant's anonymity and confidentiality will be guaranteed. No names will be used on the questionnaire (see attached questionnaire).
- 8.) Although physical, psychological, or social risks or discomfort are not expected, the attached informed consent form will be signed by every participant.
- 9.) A waiver of written informed consent is included to provide information to the participants.
- 10.) No ethical responsibility to the participants other than providing a short and clear questionnaire that is easily completed, is anticipated.

Appendix C

Summary Presented to Participants

To: People who participated in my master's thesis

From: Mark Bergstrom M.A.

Thanks again for agreeing to participate in my study. The following is a short summary of the findings from my study.

Social psychology literature advocates the use of praise to increase worker productivity. I found that people perceive compliments to be more appropriate when they are issued from people of higher status. This finding supports the social psychologists claim.

However, I also found that the gender of the superior and subordinate, and whether the compliment was about performance or attire had a significant effect on the appropriateness of the compliment.

Females rated performance compliments from a female superior to a male subordinate as most appropriate. Females also rated attire compliments from a male subordinate to a female superior as least appropriate.

Attire compliments were rated significantly less appropriate than performance compliments by both men and women. It seems that people at work expect to be complimented about their performance. Attire compliments must leave people wondering what the motivation for an attire compliment was. In addition, females rated attire compliments from a male subordinate to a female superior as the least appropriate compliment.

It could be that as more women enter positions traditionally held by men, and an increased awareness of sexual harassment, compliments about a females attire are not very appropriate. There are many factors that could affect the appropriateness of these type of compliments. How long have the two people worked together? Does the person typically compliment other's attire? What is the motivation for giving that compliment?

This study did not address these questions. Future research should address these variables as well as carefully controlling for status and gender differences. Until these questions are answered, the claim that compliments increase worker performance can not be validated.

Table 3-1

Table 3-1: Frequency Distribution for Age		
Age	Frequency	Percent of Population
20-25	5	5.7
26-30	13	14.8
31-35	11	12.5
36-40	20	22.7
41-45	20	22.7
46-50	8	9.1
51-55	8	9.1
56-60	3	3.4
Over 60	0	0.0

Table 4-1

Table 4-2: Analysis of Variance of Appropriateness Ratings

Source	SS	DF	MS	F	P
Between Groups					
Status Condition	1244.45	1	1244.45	5.29	.024 (sig)
Rater Gender	491.11	1	491.11	2.09	.152 (ns)
Status Condition by Rater Gender	114.57	1	114.57	.49	.487 (ns)
Within Groups					
Compliment type	9149.78	1	9149.78	96.70	.000 (sig)
Gender Dyad	1046.97	3	348.99	16.41	.000 (sig)
Compliment Type by Gender Dyad	286.01	3	95.34	7.43	.000 (sig)

Table 4-2

Table 4-3: Analysis of Variance				
Source	F	DF	Error DF	P
<u>Between groups</u>				
Rater				
Gender	7.170	2	83	.001 (sig)
Status				
Condition	18.437	2	83	.000 (sig)
Rater				
Gender x				
Status				
Condition	5.710	2	83	.005 (sig)
<u>Within groups</u>				
Group	2.656	6	168	.017 (sig)
Mean Ave.				

TABLE I:

SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #1

1. MALE BOSS: That was a really great job.
MALE WORKER: Thank you.
2. FEMALE BOSS: I really like your solution to the problem.
FEMALE WORKER: Thank you.
3. MALE BOSS: Your hair looks great.
MALE WORKER: Thank you.
4. FEMALE BOSS: That is a really good color on you.
FEMALE WORKER: Thank you.
5. MALE BOSS: Your report is really good.
FEMALE WORKER: Thank you.
6. FEMALE BOSS: That was very nice work on the Smith project.
MALE WORKER: Thank you.
7. MALE BOSS: That is a really nice sweater.
FEMALE WORKER: Thank you.
8. FEMALE BOSS: I really like those shoes.
MALE WORKER: Thank you.

TABLE 2:

SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #2

1. MALE BOSS: That was very nice work on the Smith project.
MALE WORKER: Thank you.
2. FEMALE BOSS: That was a really great job.
FEMALE WORKER: Thank you.
3. MALE BOSS: I really like those shoes.
MALE WORKER: Thank you.
4. FEMALE BOSS: Your hair looks great.
FEMALE WORKER: Thank you.
5. MALE BOSS: I really like your solution to the problem.
FEMALE WORKER: Thank you.
6. FEMALE BOSS: Your report is really good.
MALE WORKER: Thank you.
7. MALE BOSS: That is a really good color on you.
FEMALE WORKER: Thank you.
8. FEMALE BOSS: That is a really nice sweater.
MALE WORKER: Thank you.

TABLE_3:
SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #3

1. MALE BOSS: Your report is really good.
MALE WORKER: Thank you.
2. FEMALE BOSS: That was very nice work on the Smith project.
FEMALE WORKER: Thank you.
3. MALE BOSS: That is a really nice sweater.
MALE WORKER: Thank you.
4. FEMALE BOSS: I really like those shoes.
FEMALE WORKER: Thank you.
5. MALE BOSS: That was a really great job.
FEMALE WORKER: Thank you.
6. FEMALE BOSS: I really like your solution to the problem.
MALE WORKER: Thank you.
7. MALE BOSS: Your hair looks great.
FEMALE WORKER: Thank you.
8. FEMALE BOSS: That is a really good color on you.
MALE WORKER: Thank you.

TABLE 4:
SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #4

1. MALE BOSS: I really like your solution to the problem.
MALE WORKER: Thank you.
2. FEMALE BOSS: Your report is really good.
FEMALE WORKER: Thank you.
3. MALE BOSS: That is a really good color on you.
MALE WORKER: Thank you.
4. FEMALE BOSS: That is a really nice sweater.
FEMALE WORKER: Thank you.
5. MALE BOSS: That was very nice work on the Smith project.
FEMALE WORKER: Thank you.
6. FEMALE BOSS: That was a really great job.
MALE WORKER: Thank you.
7. MALE BOSS: I really like those shoes.
FEMALE WORKER: Thank you.
8. FEMALE BOSS: Your hair looks great.
MALE WORKER: Thank you.

TABLE 5:

SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #5

1. MALE BOSS: Your report is really good.
FEMALE WORKER: Thank you.
2. FEMALE BOSS: That was very nice work on the Smith project.
MALE WORKER: Thank you.
3. MALE BOSS: That is a really nice sweater.
FEMALE WORKER: Thank you.
4. FEMALE BOSS: I really like those shoes.
MALE WORKER: Thank you.
5. MALE BOSS: That was a really great job.
MALE WORKER: Thank you.
6. FEMALE BOSS: I really like your solution to the problem.
FEMALE WORKER: Thank you.
7. MALE BOSS: Your hair looks great.
MALE WORKER: Thank you.
8. FEMALE BOSS: That is a really good color on you.
FEMALE WORKER: Thank you.

TABLE 6:

SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #6

1. MALE BOSS: I really like your solution to the problem.
FEMALE WORKER: Thank you.
2. FEMALE BOSS: Your report is really good.
MALE WORKER: Thank you.
3. MALE BOSS: That is a really good color on you.
FEMALE WORKER: Thank you.
4. FEMALE BOSS: That is a really nice sweater.
MALE WORKER: Thank you.
5. MALE BOSS: That was very nice work on the Smith project.
MALE WORKER: Thank you.
6. FEMALE BOSS: That was a really great job.
FEMALE WORKER: Thank you.
7. MALE BOSS: I really like those shoes.
MALE WORKER: Thank you.
8. FEMALE BOSS: Your hair looks great.
FEMALE WORKER: Thank you.

TABLE 7:

SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #7

1. MALE BOSS: That was a really great job.
FEMALE WORKER: Thank you.
2. FEMALE BOSS: I really like your solution to the problem.
MALE WORKER: Thank you.
3. MALE BOSS: Your hair looks great.
FEMALE WORKER: Thank you.
4. FEMALE BOSS: That is a really good color on you.
MALE WORKER: Thank you.
5. MALE BOSS: Your report is really good.
MALE WORKER: Thank you.
6. FEMALE BOSS: That was very nice work on the Smith project.
FEMALE WORKER: Thank you.
7. MALE BOSS: That is a really nice sweater.
MALE WORKER: Thank you.
8. FEMALE BOSS: I really like those shoes.
FEMALE WORKER: Thank you.

TABLE 8:
SUMMARY OF COMPLIMENTS AND RESPONSES
HIGH STATUS COMPLIMENTER TO LOW STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #8

1. MALE BOSS: That was very nice work on the Smith project.
FEMALE WORKER: Thank you.
2. FEMALE BOSS: That was a really great job.
MALE WORKER: Thank you.
3. MALE BOSS: I really like those shoes.
FEMALE WORKER: Thank you.
4. FEMALE BOSS: Your hair looks great.
MALE WORKER: Thank you.
5. MALE BOSS: I really like your solution to the problem.
MALE WORKER: Thank you.
6. FEMALE BOSS: Your report is really good.
FEMALE WORKER: Thank you.
7. MALE BOSS: That is a really good color on you.
MALE WORKER: Thank you.
8. FEMALE BOSS: That is a really nice sweater.
FEMALE WORKER: Thank you.

TABLE 9:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #9

1. MALE WORKER: That was a really great job.
MALE BOSS: Thank you.
2. FEMALE WORKER: I really like your solution to the problem.
FEMALE BOSS: Thank you.
3. MALE WORKER: Your hair looks great.
MALE BOSS: Thank you.
4. FEMALE WORKER: That is a really good color on you.
FEMALE BOSS: Thank you.
5. MALE WORKER: Your report is really good.
FEMALE BOSS: Thank you.
6. FEMALE WORKER: That was very nice work on the Smith project.
MALE BOSS: Thank you.
7. MALE WORKER: That is a really nice sweater.
FEMALE BOSS: Thank you.
8. FEMALE WORKER: I really like those shoes.
MALE BOSS: Thank you.

TABLE 10:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #10

1. MALE WORKER: That was very nice work on the Smith project.
MALE BOSS: Thank you.
2. FEMALE WORKER: That was a really great job.
FEMALE BOSS: Thank you.
3. MALE WORKER: I really like those shoes.
MALE BOSS: Thank you.
4. FEMALE WORKER: Your hair looks great.
FEMALE BOSS: Thank you.
5. MALE WORKER: I really like your solution to the problem.
FEMALE BOSS: Thank you.
6. FEMALE WORKER: Your report is really good.
MALE BOSS: Thank you.
7. MALE WORKER: That is a really good color on you.
FEMALE BOSS: Thank you.
8. FEMALE WORKER: That is a really nice sweater.
MALE BOSS: Thank you.

TABLE 11:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #11

1. MALE WORKER: Your report is really good.
MALE BOSS: Thank you.
2. FEMALE WORKER: That was very nice work on the Smith project.
FEMALE BOSS: Thank you.
3. MALE WORKER: That is a really nice sweater.
MALE BOSS: Thank you.
4. FEMALE WORKER: I really like those shoes.
FEMALE BOSS: Thank you.
5. MALE WORKER: That was a really great job.
FEMALE BOSS: Thank you.
6. FEMALE WORKER: I really like your solution to the problem.
MALE BOSS: Thank you.
7. MALE WORKER: Your hair looks great.
FEMALE BOSS: Thank you.
8. FEMALE WORKER: That is a really good color on you.
MALE BOSS: Thank you.

TABLE 12:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #12

1. MALE WORKER: I really like your solution to the problem.
MALE BOSS: Thank you.
2. FEMALE WORKER: Your report is really good.
FEMALE BOSS: Thank you.
3. MALE WORKER: That is a really good color on you.
MALE BOSS: Thank you.
4. FEMALE WORKER: That is a really nice sweater.
FEMALE BOSS: Thank you.
5. MALE WORKER: That was very nice work on the Smith project.
FEMALE BOSS: Thank you.
6. FEMALE WORKER: That was a really great job.
MALE BOSS: Thank you.
7. MALE WORKER: I really like those shoes.
FEMALE BOSS: Thank you.
8. FEMALE WORKER: Your hair looks great.
MALE BOSS: Thank you.

TABLE_13:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #13

1. MALE WORKER: Your report is really good.
FEMALE BOSS: Thank you.
2. FEMALE WORKER: That was very nice work on the Smith project.
MALE BOSS: Thank you.
3. MALE WORKER: That is a really nice sweater.
FEMALE BOSS: Thank you.
4. FEMALE WORKER: I really like those shoes.
MALE BOSS: Thank you.
5. MALE WORKER: That was a really great job.
MALE BOSS: Thank you.
6. FEMALE WORKER: I really like your solution to the problem.
FEMALE BOSS: Thank you.
7. MALE WORKER: Your hair looks great.
MALE BOSS: Thank you.
8. FEMALE WORKER: That is a really good color on you.
FEMALE BOSS: Thank you.

TABLE 14:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #14

1. MALE WORKER: I really like your solution to the problem.
FEMALE BOSS: Thank you.
2. FEMALE WORKER: Your report is really good.
MALE BOSS: Thank you.
3. MALE WORKER: That is a really good color on you.
FEMALE BOSS: Thank you.
4. FEMALE WORKER: That is a really nice sweater.
MALE BOSS: Thank you.
5. MALE WORKER: That was very nice work on the Smith project.
MALE BOSS: Thank you.
6. FEMALE WORKER: That was a really great job.
FEMALE BOSS: Thank you.
7. MALE WORKER: I really like those shoes.
MALE BOSS: Thank you.
8. FEMALE WORKER: Your hair looks great.
FEMALE BOSS: Thank you.

TABLE_15:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #15

1. MALE WORKER: That was a really great job.
FEMALE BOSS: Thank you.
2. FEMALE WORKER: I really like your solution to the problem.
MALE BOSS: Thank you.
3. MALE WORKER: Your hair looks great.
FEMALE BOSS: Thank you.
4. FEMALE WORKER: That is a really good color on you.
MALE BOSS: Thank you.
5. MALE WORKER: Your report is really good.
MALE BOSS: Thank you.
6. FEMALE WORKER: That was very nice work on the Smith project.
FEMALE BOSS: Thank you.
7. MALE WORKER: That is a really nice sweater.
MALE BOSS: Thank you.
8. FEMALE WORKER: I really like those shoes.
FEMALE BOSS: Thank you.

TABLE 16:

SUMMARY OF COMPLIMENTS AND RESPONSES
LOW STATUS COMPLIMENTER TO HIGH STATUS
COMPLIMENT RECEIVER
QUESTIONNAIRE VERSION #16

1. MALE WORKER: That was very nice work on the Smith project.
FEMALE BOSS: Thank you.
2. FEMALE WORKER: That was a really great job.
MALE BOSS: Thank you.
3. MALE WORKER: I really like those shoes.
FEMALE BOSS: Thank you.
4. FEMALE WORKER: Your hair looks great.
MALE BOSS: Thank you.
5. MALE WORKER: I really like your solution to the problem.
MALE BOSS: Thank you.
6. FEMALE WORKER: Your report is really good.
FEMALE BOSS: Thank you.
7. MALE WORKER: That is a really good color on you.
MALE BOSS: Thank you.
8. FEMALE WORKER: That is a really nice sweater.
FEMALE BOSS: Thank you.

Table 17

Cell Means for 2 x 2 x 2 x 4 ANOVA

Compliment Type:										
Performance Compliment					Attire Compliment					Total AVE
Gender Dyad:										
MM	MF	FF	FM	AVE	MM	MF	FF	FM	AVE	Total AVE
High to Low Status.										
Male Raters										
5.63	5.63	5.70	5.59	5.63	4.10	4.18	4.62	4.25	4.96	4.96
Female Raters										
6.03	6.07	6.09	6.22	6.10	4.37	4.35	5.21	4.66	4.64	5.37
Low to High Status.										
Male Raters										
5.07	4.75	5.36	4.83	5.00	4.11	4.12	4.81	4.18	4.30	4.65
Female Raters										
5.68	5.12	5.71	5.28	5.44	4.09	3.65	4.76	4.09	4.14	4.79
Total AVE										
5.60	5.39	5.71	5.48	5.54	4.17	4.07	4.85	4.29	4.34	

MM = MALE TO MALE
 MF = MALE TO FEMALE
 FF = FEMALE TO FEMALE
 FM = FEMALE TO MALE

Table 18

2 x 2 x 2 x 4 ANOVA Table

Source	SS	DF	MS	F	P
Between Groups					
(A) Status Condition	1244.45	1	1244.45	5.29	.024 (sig)
(B) Rater Gender	491.11	1	491.11	2.09	.152 (ns)
(A) x (B)	114.57	1	114.57	.49	.487 (ns)
Within Groups					
(C) Compliment type	9149.78	1	9149.78	96.70	.000 (sig)
(D) Gender Dyad	1046.97	3	348.99	16.41	.000 (sig)
(C) x (D)	286.01	3	95.34	7.43	.000 (sig)
Between-Within Group Interactions					
(A) x (C)	257.78	1	257.78	2.72	.103 (ns)
(A) x (D)	4.39	3	1.46	.11	.952 (ns)
(B) x (C)	40.01	3	13.34	1.04	.376 (ns)
(B) x (D)	48.69	3	16.23	.76	.516 (ns)
(A) x (B) x (C)	100.51	1	100.51	1.06	.306 (ns)
(A) x (B) x (D)	27.35	3	9.12	.43	.733 (ns)
(A) x (C) x (D)	28.44	3	9.48	.74	.530 (ns)
(A) x (B) x (C) x (D)	4.39	3	1.46	.11	.952 (ns)

Table 19

Cell Means for 2 x 2 ANOVA

<u>STATUS CONDITION</u>	<u>MALE RATERS</u>	<u>FEMALE RATERS</u>	<u>AVERAGE</u>
HIGH TO LOW STATUS	4.96	5.37	5.16
LOW TO HIGH STATUS	4.65	4.79	4.72
AVERAGE	4.80	5.08	

Table 20

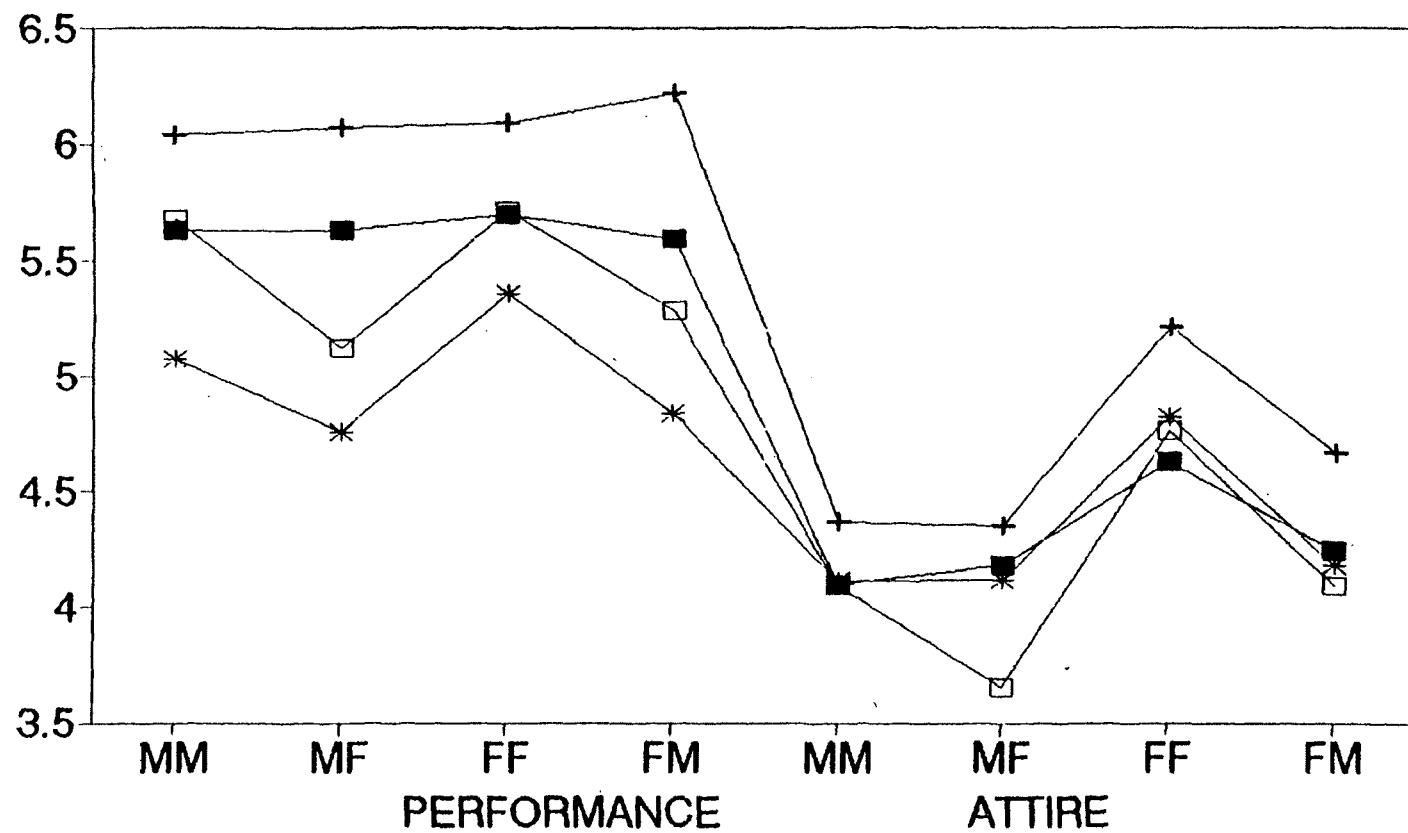
2 x 2 ANOVA Table

<u>Source</u>	<u>F</u>	<u>DF</u>	<u>Error DF</u>	<u>P</u>
<u>Between groups</u>				
(A) Rater				
Gender	7.170	2	83	.001 (sig)
(B) Status				
Condition	18.437	2	83	.000 (sig)
(A) x (B)	5.710	2	83	.005 (sig)
<u>Within groups</u>				
(C) Group	2.656	6	168	.017 (sig)
Mean Ave.				
<u>Between-Within</u>				
<u>Group Interactions</u>				
(A) x (C)	1.647	6	168	.137 (ns)
(B) x (C)	.605	6	168	.726 (ns)
(A) x (B)				
x (C)	.608	6	168	.723 (ns)

MEAN APPROPRIATENESS RATINGS

Figure 5-1

MM= MALE TO MALE
 MF= MALE TO FEMALE
 FM= FEMALE TO MALE
 FF= FEMALE TO FEMALE



■ MALE RATERS HIGH STATUS CONDITION + FEMALE RATERS HIGH STATUS CONDITION * MALE RATERS LOW STATUS CONDITION □ FEMALE RATERS LOW STATUS CONDITION